

## Recruitment & Selection Procedure: A Case Study on Palmal Group

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### ABSTRACT

*In spite of the vast physical resources and the latest technology, an organization finds itself in the midst of financial crisis if it does not have the right people to manage and conduct its affairs. Thus human resources are a very valuable asset without which an organization cannot progress in all direction. Recruitment and selection of personnel is of vital for any organization to select the right people in right place. For this every organization should have its own recruitment policy. The recruitment and selection system and related issue have been focused in this paper. The data used in the preparation of this paper are from both primary and secondary sources. Palmal Group of Industries has its Human Resource Department who prepares a budget about the required manpower with the discussion with other departmental head. Based on the Manpower planning and approved budget Recruitment and Selection are being done as and when needed. Whenever required, concerned department head & HR department jointly carried out the Selection process. The Recruitment and Selection process of Palmal Group of Industries is very much transparent in terms of selecting right people in right time and for the right job. For selecting a person, basic education qualification is a must while they also consider applicant's experience, knowledge, capability and his/her future background. Sometimes applicants who are referred by the top level management gets some more favor form the recruiting board, salary level for the entry level employee is not at satisfactory level comparing with other. Though Palmal Group of Industries provides induction training before placing in job but I think they should provide some more training related with job. Some time it seems nepotism but they should avoid it for 100% fair and transparent recruitment.*

### 1. INTRODUCTION

Organization uses various types of resources. Human resource is one of them and is the most valuable among resources area. Human resources are the living resources, which utilize all other resource effectively to achieve the organization goal. Human Resource Management refers to the techniques through which we

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can manage the human resources precisely and have better output to achieve the ultimate goal of an organization. To achieve the ultimate target of a company management plays a vital role. They formula various policies and procedures and perform different activities to overcome all kinds of barriers and to reach the goal of the company (Griffin, 2006). But these kinds of activities will be possible only when the plans and policies are favorable to the human resources of an organization. Management always tries to follow the interest of an organization. At the same time they also try to satisfy the human resources because any company cannot achieve the goal in the short run, without caring the satisfaction of human resources.

## **1.2 Objectives of the Study**

The main objective of this study is to understand the process of recruitment and selection of Palmal Group of Industries and its impact. To achieve the main objective this study highlights some specific objectives that can be the following manner:

1. To analyze the Recruitment and Selection procedure of Palmal Group;
2. To find out the drawbacks and problems regarding Recruitment and Selection procedure;
3. To suggest some recommendations.

## **1.3 Scope of the Study**

The study covers scenario of current recruitment & Selection procedure of Palmal group of industries

## **1.4 Limitations of the Study**

A few problems were faced while conducting the study. A wholehearted effort was applied to conduct the study to bring a reliable and fruitful result. In spite of that there exist some limitations, which acted as a barrier to conduct the study. Some limitations are as follows:-

1. Extensive review of reports, publications and various literatures could not be made due to time constraint;
2. Only a cross section of officials and staff have been interviewed;
3. The duration of the study was very short.

## **1.5 Methodology of the Study**

For smooth and accurate study everyone have to follow some rules & regulations. The study inputs were collected data and information from two sources:

**Primary Sources:**

- Face-to-Face conversation with the officers and staff.
- Direct observations.

**Secondary Sources:**

- Annual report of BFIDC
- Files and Folders
- Memos and circulars
- Various publications of the corporation
- Websites
- Different rules, regulations, gazettes and circulars issued by the Ministry of Environment & Forest Ministry and other Ministries.

## **2. PROFILE OF THE ORGANIZATION**

### **2.1 History**

Palmal Group of Industries emerged as one of the pioneer in apparel business in 1984 from the soul initiative of late Engr. Nurul Haque Sikder the former and founder chairman and Managing Director of the Group.

Late Engr. Nurul Haque Sikder delegated the authority of managing Director to his beloved son Mr. Nafis Sikder in 2001. Since then by the age of 21 years Mr. Nafis Sikder is holding the position of honorable Managing Director of the group and the company runs very smoothly under his dynamic leadership. Over a period of last 11 eleven years the company business growth is more than 300%. Location of corporate head Office:9/kha, Confidence center, Shahzadpur, Gulshan, Dhaka-1212.

Product: Knit fabric, all kind of Knitted garments.

Total Machine: 7000

Area: 35500000 sft. Including production floor, store and office.

Total number of employee

Category of Employee	Number
Staff	1800 (Approx)
Worker	23000 (Approx)
Total	24800 (Approx)

Sources: official record

## **2.2 Vision**

To become the leading supplier their customer by delivering socially, ethically and sustainable manufactured quality products which on time delivery using a highly efficient, co friendly and vertically integrated manufacturing

## **2.3 Mission**

To satisfy and retain customer through employee involvement, team work, personal excellence and integrating scientific approaches in their quest to become the leading manufacturer of apparel products.

## **2.4 Reorganization and Award**

The company has achieved valuable awards as recognition of best performance in RMG sector.

National: President Award (Achieved in two consecutive years)

International: Best supplier Award from Wal\*Mart (In 2004, 2005, 2006, 2007, 2008, 2009)) & Best supplier Award from Charming Shop in 2006.

## **3. LITERATURE REVIEW**

Fowler, A (1987) in his paper mentioned that it is commonly known that employee referrals and internal job recruitment full-time teachers are chosen from among substitute teachers who are already employed with the district. This is generally a very reliable method if available, since it allows the HR professional direct access to the individual's teaching record, and it is likely that the professional has already dealt with the individual in the context of hiring substitute teachers. There are situations in which such internal recruitment methods are not applicable, particularly when dealing with individuals qualified to teach high school. You have probably experienced, for example, the vacancy of a high-level mathematics position for which none of the current district employees are qualified. In this case, the HR professional must look outside of the organization, and external selection can be notoriously difficult.

Galbraith, J R & Nathanson, D A (1978) in their research paper highlighted that employee motivation and retention are complex issues. Superficial solutions just don't work. Companies that take the easy way out will pay in the long run with high turnover costs. As a warehouse supervisor for Blue Grocery store Arthur Reed has been facing problems recruiting temporary workers during the months of summer when the regular staff either wants time off. This has proved to be a dilemma such that the general efficiency of the business is being affected. Arthur

needs mumber staff that is dependable, works for low pay and is temporary – not a very appealing combination for the prospective employees.

French, W (1974) in his articles explained that the legitimacy of examining the whole employee and not just a skill set when making hiring decisions, It examines this argument by looking at the stages of hiring, the necessary of examining employment and personal history, and concludes that the good hire is one that takes into consideration the whole person, not just the skills they possess.

De Cenzo, D A & Robbins, S E (1988) in their book mentioned that the process used by certain types of employments in seeking employees, the selective process and what media forms they utilize that is how to get or select the skilled manpower, how to trained, how to motivation and retained them.

Beaumont, P B (1991) in his book told that globalization, technology, and diversity trends are just one of the many challenge that 7-Eleven H R, faces. Although these are a challenge, H.R. has been extremely successful managing these areas. In the past, 7-Eleven staffed its operation by running ads in the local paper or using an employment agency. This has changed significantly. The effectiveness of 7-Eleven'sautomated screening process has enabled applicants to apply within minutes, rather than calling a phone number out of an ad and waiting for an interview to be scheduled.

Armstrong, M (1987) in his writing explained that the undergraduate paper discusses how the Internet Technology has helped college and professional football recruiting. The Internet has made life simpler for people around the globe. Gaining information via the Internet is economical and convenient. Recruitment of football players had never been easier/ better before the advent of the Internet. It provides coaches a lot of choice in their search for good players. Sports fan are ecstatic about the Internet but there are some problems that people still have to deal with in this regard.

Rahman, F (2011), important findings of the study included decentralization of administrative power and it subsequent withdrawal, shortage of manpower, absence of updated knowledge due to lack of training and arrangement for recruitment through IBA. Recommendations have been put forward for the improvement of administration and management. The major recommendations include strict adherence of 1989 service rule, training of personnel, and placement of efficient people in various positions and urgent recruitment of personnel. Fairness and transparency in the recruitment of right personnel have highlighted.

## **4. FINDINGS OF THE STUDY**

### **4.1 Recruitment & Selection**

Employees are integral to the ongoing success of Palmal. Therefore it is imperative that people with right skills and background are recruited by Palmal. Recruitment of officer/staff is done through a structured selection process by HRM & FHRO Dept.

Recruitment of Workers is ensured by competent recruitment committee of concern factory.

### **4.2 Principles of Recruitment**

- Positions that become vacant will be openly advertised externally and/or internally where necessary.
- All Advertise will state that Palmal is an equal opportunity employer. In order to provide equal employment and advancement opportunity to all individuals, employment opportunity will be based on the merit, qualification, skills and abilities.
- PGI will not discriminate in employment opportunities and practices based on race, color, sex, ethnicity and age or any other characteristics protected by law.
- For all position external and internal candidate will be treated equally if no any special and additional requirement is needed for the position.

### **4.3 Recruitment & Selection forms**

- Job application form
- Interview card
- Age estimation form
- Technical experience verification form
- Appointment letter (permanent/temporary)
- Employee background and previous job history verification
- 4.4 Personal File Keeping
- Palmal Group keep a new personal bellow information/forms
- Job application form
- Bio- data
- Attested photograph
- Educational qualification's certificate
- National ID card/ Birth certificate
- Citizenship certificate given by Chairman
- Age estimation and physical fitness certificate (given by registered doctor)
- Technical skill test report
- Appointment letter

- Service book
- Disciplinary record
- Performance Appraisal report
- Leave information
- Others related documents

#### **4.4 Policy for Personal File Keeping**

- After receiving joining letter personal file should be prepare
- All keeping documents of personal file should be descending order
- Must be mention top of the file, employee name, designation, ID No, join date etc.
- As per date all documents have to have a serial number
- Personal file should be keep as per section/unit
- Resigned employee's file should be segregate
- Must me mention file opening and closing date
- Without permission and record it is prohibited to handover personal file
- Have to secrecy of personal file's documents

#### **4.5 Recruitment process of Palmal Group of Industries**

Recruitment is the process of finding and attraction capable applicants for employment. Palmal Group of Industries always wants to recruit the right people with combination of skills and resources in the right place. Because Palmal Group of Industries believes that in order to achieve the organizational goal effectively there must be a need of skilled human resources. Palmal Group of Industries always believes in Equal Employment color, region, race, age, national origin or any other factor. The Company always wants to recruit the best and suitable human resources in the vacant position. The person who can face the global challenges and always concentrate to achieve the Company's vision, mission, and goals always gets preference.

#### **4.6 Recruitment Policy of Palmal Group of Industries**

To achieve the organizational goal effectively PALMAL GROUP OF INDUSTRIES's Top Management has develop a "Recruitment Policy". In accordance with the Recruitment Policy there have some guidelines. The guidelines of the policy are as follows:

- Ensure the right people in the right place.
- Combination of skills and resources is a must.
- Policy is based on EEO.
- No discrimination against the applicant on the basis of sex, color, region, race, age, national origin or any other factor.
- Company's policy is always loyal to the Local law.

- No one who is below 18 years of age can be hired as an employee for Palmal Group of Industries on regular, contract or temporary status.
- The person who is serving in any other companies whether temporary or permanent under any circumstances in any capacity is never recruited.
- That functional heads determines suitable qualification for any post.
- Absolute confidentiality in HR Recruitment Policy must maintain.

#### **4.7 Recruitment sources of Palmal Group of Industries**

Palmal Group of Industries usually uses three types of recruitment sources, internal source and external source.

##### ***4.7.1 Internal Source***

Firstly employees can be recruited from the internal source. Management is usually preferred to recruit known and experienced employees from within the organization. In the following ways Palmal Group of Industries recruitment from the internal source may take place with the approval of the Top Level Management. This can be happened by following ways -

- Promotion
- Up Gradation
- Transfer
- Temporary Assignment
- Additional Assignment

##### ***4.7.2 External Source***

There are also some external sources of human resources recruitment uses by Palmal Group of Industries. These are as follows:

- Advertisement in the Daily Newspaper – (The newspaper that are widely circulated)
- Employee agencies (Public agencies, Private employment agencies)
- Professional organizations (Account associations, Labor unions, Management associations)

##### ***4.7.3 Employee Referrals / Recommendation***

Recommendations from the current employees about the particular person's behaviour.

#### **4.8 Steps in Recruitment at Palmal Group of Industries**

There are various steps followed by Palmal Group of Industries to recruit skilled and qualified employees for the achievement of objectives. The steps are as follows:

#### **4.9 Assessment of the Job**

The following things are to be assessed for a job:

Whether the work is difficult or not.

Whether experience is required or not.

What are the qualities needed for the work to be done?

When the work will be started?

#### **4.10 Requisition of Recruitment**

The concerned Department Head raise the requisition of recruitment through the prescribed Recruitment Requisition Form with required information and after that forward it to the Human Resources Department. The Human Resources Department then complete its formality and return it to the concern department. Last of all the concern department submit the Recruitment Requisition Form to the Managing Director for approval. The new appointments must be according to the approved HR budget and must be approved by the Managing Director.

#### **4.11 Attracting Application**

Palmal Group of Industries always circulates the job vacancies by publishing advertisement in national newspapers. The newspapers that are widely circulated get preference for accomplishing this task. For circulating the publishing widely and effectively Palmal Group of Industries chooses both Bangla and English dailies. The advertisement includes name of the position, nature of work, age limits, educational qualification, qualities and experience required for the job, job responsibilities and duties, expected salary, place of the job etc.

#### **4.12 Receiving Applications**

In the advertisement, potential and confident applicants are asked to submit their applications along with their resume, certificates and other necessary documents within a period of time. Then the HR department receives all the resumes submit by the applicants.

#### **4.13 Selection and Interview Process of Palmal Group of Industries**

Selection is the second steps of Recruitment and selection process. Selection is the process of choosing the best one among the number of applicants. OMIC Management typically followed a standard pattern, beginning with an initial screening, interview, presentation and concluding with the final employment decision.

The selection process of Palmal Group of Industries is as follows:

#### ***4.13.1 Initial Screening Interview***

The first step in the selection process is the screening process. During the initial screening process the Human resource manager describes the job in detail so the candidates can consider seriously about applying. After that Palmal Group of Industries HR Manager compiles the resume and curriculum vitae from the applicants. The applicants may come to the corporate office or he or she can post his or her documents by post.

#### ***4.13.2 Employment Tests***

Employment tests are varies from job to job. Such as – for Marketing Executive recruitment the physical appearance or smartness get preference where for HR executive recruitment managing power gets priority.

#### **4.14 Testing tools used by Palmal Group of Industries**

- Many employment tests exist in Palmal Group of Industries, but each type of test has only limited usefulness. Each type of test has a different purpose.
- Knowledge tests determine the information or knowledge of the applicants. Palmal Group of Industries Management is able to demonstrate that the knowledge is needed to perform the job.
- Performance tests measure the activity of applicants to do the same part of the work for which they are to be hired.
- Psychological tests measure personality or temperament of the applicants. By conducting this test Palmal Group of Industries management wants to know about the applicant's personality.
- Attitude and honesty tests are being used in the same circumstances to learn about the attitudes of applicants and employees toward a variety of job related subjects. Attitude tests are being used to assess attitudes about honesty and presumably on the job behavior. For finance department this test is sometimes applied by Palmal Group of Industries management.
- Medical tests determine the physical fitness of the applicants. It measures whether the person is fit enough to do the job or not.
- Power point presentation measures the applicant's communication skill and fluency in English.

#### **4.15 Selection Interview**

Palmal Group of Industries selection interview is a formal, in-depth conversation conducted to evaluate an applicant's acceptability. The Management of Palmal Group of Industries seeks to answers three broad questions: Can the applicant do

the job? Will the applicant do the job? How does the applicant compare with others who are being considered for the job? Selection interviews are the most widely used selection technique. The popularity stems from their flexibility. They can be adapted to unskilled, skilled, managerial, and staff employees. They also allow a two-way exchange of information. Interviewers learn about the applicant and the applicant learns about the employer.

#### ***4.15.1 Types of Interview conduct by Palmal Group of Industries***

- Individual Interview  
The supervisor of the vacant position takes the interview. This time the interviewee only face one person. This is often called individual interview.
- Group interview  
The applicants may meet with two or more interviewers, allowing all the interviewers to evaluate the individual on the same questions and answers. And sometimes two or more applicants are interviewed together by one or more interviewers. This is called group interview.
- Unstructured interviews  
Palmal Group of Industries management also applies the unstructured interview. This interview allows Palmal Group of Industries interviewers to develop questions as the interview proceeds. The interviewer goes into topic areas as they arise, trying to simulate friendly conversation. This approach may overlook key areas of the applicant's skills or background.
- Structured interviews  
Sometimes management applies structured, or directive, *interviews* rely on a predetermined set of questions. The questions are developed before the interview begins and are asked of every applicant.

#### ***4.15.2 Verification of Reference and Educational Background***

All sorts of certificates are to be checked by the HR service manger in this stage. At least two references are needed in order to verify applicants. After verification the reference and certificates the next is begin.

#### ***4.15.3 Medical Check up***

The section process also includes a medical evaluation of the applicant before the hiring decision is made. Normally, the evaluation consists of a health checklist that asks the applicant to indicate health and accident information. All sorts of expenses in this regard are borne by Palmal Group of Industries Management.

#### ***4.15.4 Supervisory Interview***

The ultimate responsibility for a newly hired worker's success falls to the worker's immediate supervisor. The supervisor is often able to evaluate the

applicant's technical abilities. When supervisors make the final decision, the employment function provides a supervisor with the best prescreened applicants available. From those two or three applicants, the supervisor decides whom to hire.

#### **4.15.5 The Final Hiring Decision**

Regardless of whether the supervisor or the HR department makes the final hiring decision, hiring makes the end of the selection process, assuming that the candidate accepts the job offer. To maintain good public relations, Palmal Group of Industries management notifies applicants who are not selected.

#### **4.16 Major Findings of the Study**

- The major findings in the recruitment and selection procedure of Palmal Group of Industries that are justified in my view are:
- The recruitment process of Palmal Group of Industries is mostly fair and transparent.
- Palmal Group of Industries uses both Internal and external recruitment channels.
- The concerned Department Head raise the requisition of recruitment through the prescribed Recruitment Requisition Form with required information and after that forward it to the Human Resources Department. The Human Resources Department then complete its formality and return it to the concern department. Last of all the concern department submit the Recruitment Requisition Form to the Managing Director for approval. In order to attract the applicants an advertisement in the national newspaper is publishing. Then the HR Department collects the Resume or Curriculum Vitae and filed it.
- No discrimination against the applicant on the basis of sex, color, region, race, age, national origin or any other factor.
- The Company always tries to find out the best people for recruiting.
- Palmal Group of Industries management always prefers the people who have already completed the Bachelor or Masters in any recognized public or private universities.
- A minimum requirement of two references is needed in order to verify the applicants. But if any one of the applicants applies any sorts of persuasive measure it will be treated as disqualification.
- It does arrange orientation program for the new employees.
- Palmal Group of Industries recruitment circulation gives through of newspaper and website.
- Palmal Group of Industries management follows a standard procedure in the selection process.

- The Management always tries it best to find the best and suitable person for employment.
- Palmal Group of Industries. does type of the tests are as follows Knowledge tests, Performance tests, Psychological tests, Attitude and honesty tests ,Medical tests , Power point presentation.
- Palmal Group of Industries arrange limitation amount of training for professional and personal development of the employee.

#### **4.17 Drawback and problems of Recruitment & Selection Process of Palmal Group of Industries**

Some drawbacks of Palmal Group of Industries are following:

1. Palmal Group of Industries never carry cultural behavior test, achievement test, aptitude test etc.
2. In Palmal Group of Industries the job applicants' age is limited from 22 yrs to 32, management are not interested to hire people who are more than 35 years.
3. Sometimes Palmal Group of Industries do not arrange orientation program for fresh employee
4. Sometimes applicants who are referred by the top level management gets some more favor form the recruiting board.
5. Salary level for the entry level employee is not at satisfactory level comparing with others.

#### **5. CONCLUSION**

This requires a sharp business focus from HR professionals and the delivery of high quality HR systems that are integrated into the organization strategy and operations. The study "Recruitment and Selection Procedure of Palmal Group of Industries" under HR revealed that employees are the most valuable resources for the progress of the organization. For the development of these valuable resources there are many factors involved. In this regard "Recruitment and Selection Procedure" play the most important role. To increase the productivity of an organization effective & dynamic recruitment and selection procedure is essential. Palmal Group of Industries practices a progressive recruitment and selection procedures. HR officers of Palmal Group of Industries are now expected to work beyond the boundaries of contracts and policies to contribute directly to the operation and success of the business.

#### **6. RECOMMENDATIONS**

- Strive to make the important things measurable, not the measurable things important. Many HR professional believe their function has

become more involved in business decisions, more strategically oriented and more effective as a business partner. The HR function is adding more and more value to modern organizations. The changing role of HR professional carries with it new responsibilities and challenges.

- During the period of study the researchers found some deficiency (as mentioned in findings) in the present recruitment and selection procedures. For better recruitment and selection we do humbly recommend the following points:
- Palmal Group of Industries' Policy of taking one permanent employee's (only according to manager) security bond for only casher appointment might be extended for posts that are financially sensitive.
- It also needs to carry cultural behavior test, achievement test, aptitude test etc.
- In Palmal Group of Industries the job applicants' age is limited from 25 yrs to 32 yrs who have the tendency to change their job frequently.
- Palmal Group of Industries should arrange orientation program for all new employees. As a result new employees happen to know the organizational culture, values, mission, vision etc.
- Though Palmal Group of Industries provides induction training before placing in job but I think they should provide some more training related with job.
- Some time it seems nepotism but they should avoid it for 100% fair and transparent recruitment.

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